



DEPARTMENT OF THE ARMY
HEADQUARTERS, 69TH AIR DEFENSE ARTILLERY BRIGADE
CMR 408
APO AE 09182

AETV-GW-CO

28 July 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Commander Policy Letters

1. Effective immediately, all existing brigade policy letters dated before 11 July 2003 are hereby null and void.
2. I will use policy letters to disseminate my personal policy on specific subjects, which emphasize or amplify special-interest areas, such as sexual harassment, addressed in Corps or higher-level directives that are continuous in nature. Additionally, I will address topics not yet published in an Army or USAREUR publication. Furthermore, I will not use policy letters to address operating procedures or organizational processes that can be addressed in unit SOPs (e.g. soldier sponsorship) nor will I rewrite higher headquarters policy letters, which already sufficiently address a particular topic.
3. Although I have an initial set of 11 policy letters, I expect to approve additional letters as issues arise. All proposed policy letters will follow my guidance above, abide by the Memorandum format found in AR 25-50, be reviewed by the SJA, and staffed through my DCO and CSM. Once signed by me, the Brigade Adjutant will distribute the letter to each battalion commander, brigade staff member, and HHB, 69th ADA Brigade Commander for compliance. Additionally, my secretary will maintain a master index/repository and command group public folder for all active policy letters.

4. ***"TEAM OF WINNERS!"***

R. KIRK LAWRENCE
COL, AD
Commanding

11 Encls

1. Open Door Policy
2. Equal Opportunity
3. Equal Opportunity Program Assessment
4. Equal Opportunity Compliant Procedures
5. Sexual Harassment
6. Consideration of Others Program Training
7. Vehicle Safety and Pass Policy
8. Retention Incentive Award Policy
9. UCMJ Jurisdiction
10. After-the-Fact TDY
11. Use of Tactical and Non-Tactical Vehicles

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Command Policy Letter 1, Open Door Policy

1. From time to time, in any organization, soldiers have personal problems or notice conditions that they believe require my personal attention. Any individual in this command may personally discuss his or her concerns with me. My goal is to provide workable solutions that are in the best interests of the individual, this organization, and the United States Army.
2. It has been my experience that the majority of problems are ultimately solved by the soldier's immediate chain of command. Therefore, I urge each soldier to give the chain of command a chance to solve his or her problem at the lowest level.
3. An effective resource available to the individual soldier is the wealth of experience and knowledge of the 69th Air Defense Artillery Brigade Command Sergeant Major (CSM). Too often, the CSM is not used. He is my principal advisor on matters pertaining to enlisted soldiers in the command. Call on the CSM when looking for help. In addition to my stated open door policy, I encourage you to contact me during my informal visits to your motor pools, during training, or visits to the Battalion. If a soldier decides that he or she requires the assistance of the CSM or myself, that soldier can call the Brigade CSM for appropriate arrangements. The CSM will make an appointment as soon as practical.
4. Those soldiers who wish to see me in reference to an Article 15, a Court-martial, or a separation action in my jurisdiction should make the request through their Trial Defense Service Attorney to the Staff Judge Advocate.
5. A copy of this letter will be posted on all unit bulletin boards.
6. ***"TEAM OF WINNERS!"***

R. KIRK LAWRENCE
COL, AD
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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Command Policy Letter 2, Equal Opportunity

1. I oppose discrimination in any form and fully support the standards established by the Department of the Army IAW AR 600-20 regarding equal opportunity.
2. The US Army of today has achieved its greatness through a strong emphasis on equal opportunity for its soldiers and our families. However, all of us must be active in seeking out and eliminating discriminatory practice in our units and in the civilian community. Unfair practices based on race, national origin, color, religious preference, or gender destroy the teamwork we in the Army seek to achieve.
3. The chain of command is the primary channel for correcting discriminatory practices and communicating Equal Opportunity matters throughout the brigade. Supervisors at all levels, regardless of gender, are directly responsible for ensuring the equal opportunity and treatment of soldiers under their control.
4. I expect all soldiers to create an atmosphere of Equal Opportunity in this brigade and throughout our communities – both on and off duty. Our mission demands dependence on teamwork, which can only be achieved through mutual respect. Our soldiers and our families deserve our constant attention in providing the best quality of life possible for all members of the brigade.
5. As the Brigade Equal Opportunity Officer, I am open to all members of this command to help in resolving EO issues that cannot be handled within the normal command channels. Equal Opportunity equals readiness!
6. This policy applies to all who assigned or attached to this brigade, to include DoD civilian employees. It is directive in nature. Thus, commanders will ensure soldiers and DoD employees assigned to their command understand this policy as soldiers and employees are subject to punitive action if violated.
7. A copy of this letter will be posted on all unit bulletin boards.
8. ***“TEAM OF WINNERS!”***

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Command Policy Letter 3, Equal Opportunity Program Assessment

1. For the 69th ADA Brigade Equal Opportunity (EO) Program to be successful, commanders must conduct unit assessments and EO training IAW procedures outlined in AR 600-20, Chapter 6.
2. Commanders will brief the following EO training events during the unit's QTB:
 - a. Equal Opportunity/Consideration of Others training conducted and planned next quarter.
 - b. Equal Opportunity Command Climate Surveys/EOCAS Surveys.
 - c. Ethnic Observance functions conducted and planned for the Fiscal year.
4. The following are tools commanders can use to assess their unit EO program:
 - a. Surveys:
 - (1) Equal Opportunity Climate Assessment Survey (EOCAS)
 - (2) Command Climate Survey
 - (3) Military Equal Opportunity Climate Survey (MEOCS)
 - (4) Unit Climate Profile (UCP)
 - (5) Leadership Climate Profile (LCP)
 - b. Observations, discussions, and sensing sessions/focus groups
 - c. Quarterly Reports, i.e. Awards, UCMJ, Promotions
 - d. 69th ADA Brigade Affirmative Action Plan
5. Commanders are encouraged to use their Equal Opportunity Team to the fullest.
6. A copy of this letter will be posted on all unit bulletin boards.
7. ***"TEAM OF WINNERS!"***


R. KIRK LAWRENCE
COL, AD
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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Command Policy Letter 4, Equal Opportunity (EO) Complaint Procedures

1. The complaint process plays a major role in implementing the EO program. AR 600-20 paragraph E1 defines equal opportunity complaints as a processing system, which "...addresses complaints that allege unlawful discrimination or unfair treatment on the basis of race, color, religion, gender, and national origin." All personnel must encourage soldiers to use their chain of command to resolve grievances. Commanders, with the assistance of noncommissioned officers, will ensure their soldiers are fully aware of the procedures for obtaining redress of complaints including those against the chain of command.
3. The Commander who receives an informal or formal EO complaint will follow the complaint procedures in AR 600-20 Appendix E for military personnel or AR 690-600 for civilian personnel
4. The Brigade Equal Opportunity Office is available to commanders, staff, and supervisors as well as soldiers to assist them in proper steps for resolving complaints. The Equal Opportunity Office will utilize the chain of command to the maximum extent in resolving EO problems.
5. In all instances, the chain of command is the primary channel through which complaints are resolved. With regard to EO grievances, the primary function of the EO staff is to ensure that the grievance is forwarded to the appropriate level of the chain of command, is monitored, and that proper redress is given to the complainant.
6. This policy applies to all who assigned or attached to this brigade, to include DoD civilian employees. It is directive in nature. Thus, commanders will ensure soldiers and DoD employees assigned to their command understand this policy as soldiers and employees are subject to punitive action if violated.
7. A copy of this letter will be posted on all unit bulletin boards.
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SUBJECT: 69th ADA Brigade Command Policy Letter 5, Sexual Harassment

1. When sexual harassment exists, the total organization is impacted in a negative way. Sexual harassment restricts an individual's ability to perform his or her duties and reduces the organization's capability to function. Sexual harassment impacts supervisors, peers, and subordinates. Nothing abuses an individual's sense of natural justice more than unequal treatment.
2. Every member of the 69th Air Defense Artillery Brigade should be aware of the unlawful nature of sexual harassment. Sexual harassment involves unwelcome sexual advances or requests for sexual favors. It also includes other forms of verbal or physical conduct of a sexual nature, especially when:
 - a. Submission to or rejection of such conduct is either made explicitly or implicitly a term or condition of a person's job, pay, or career;
 - b. Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person;
 - c. Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.
3. Sexual harassment is disruptive to individuals to whom it may be directed. Any person who uses or condones implicit or explicit sexual behavior to control or influence the job of another is also engaging in sexual harassment. If a soldier believes that he or she has been victimized, he or she is encouraged to seek assistance from the chain of command and the Brigade Equal Opportunity Advisor to ensure the matter is resolved satisfactorily. I will not tolerate sexual harassment within this brigade. This policy must be clear to every member in this brigade. It is directive in nature. Thus, commanders will ensure soldiers and DoD employees assigned to their command understand this policy as soldiers and employees are subject to punitive action if violated.
4. A copy of this letter will be posted on all unit bulletin boards.
5. ***"TEAM OF WINNERS!"***

R. KIRK LAWRENCE
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SUBJECT: 69th ADA Brigade Command Policy Letter 6, Consideration of Others Program (CO2) Training

1. The CO2 Program was initiated by the Chief of Staff of the Army as a vehicle to improve combat readiness by decreasing incidents that negatively impact on morale. Commanders will establish a CO2 training and education program that incorporates traditional Army values, dignity and respect into the daily lives of our soldiers and civilian personnel.
2. Commanders will conduct two (2) hours of CO2 training each quarter. Training is based on the commanders' assessment of their unit and focus areas described in the Department of the Army Consideration of Others Handbook. All CO2 training will be programmed on the unit's training schedule for the Fiscal Year. Battalion Commanders will brief to the Brigade Commander during the QTB on training conducted and planned. Attendance records for all CO2 training will be maintained by all units. The training status will be reported by each individual unit during the TMR.
3. The primary key to CO2 training is small group instruction. All commanders must identify small group facilitators in the rank of SSG and above to lead the small group instruction. The importance of selecting the right person to act as a small group facilitator is obvious.
4. The soldiers of this brigade have the potential for excellence. They will not reach that potential without learning to assume responsibility for how their individual actions affect others. CO2 is a tool, which focuses on the linkage between the individual soldier and his role as a member of the team.
5. A copy of this letter will be posted on all unit bulletin boards.
6. ***"TEAM OF WINNERS!"***

R. KIRK LAWRENCE
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SUBJECT: 69th ADA Brigade Command Policy Letter 7, Vehicle Safety and Pass Policy

1. Chains-of-command will assume pro-active roles to ensure the safety of soldiers with pass privileges. Because unrealistic schedules may subject soldiers to unnecessary fatigue and stress while traveling, commanders will review the travel plans of identified "at risk" soldiers. The following procedures apply for pass approval on both normal weekends and special 3- and 4-day weekends:

a. Identified "at risk" soldiers using a POV, motorcycle, rental vehicle, or borrowed vehicle to travel more than 150 miles (240 km) from their unit location or domicile will submit a written pass request. Commanders will determine a request format that incorporates a risk assessment and addresses the distance, duration and mode of travel. Additionally, commanders should evaluate the type and condition of the vehicle to be used in determining approval or disapproval of the request.

b. If appropriate, commanders disapproving a request may consider approving an extended pass or leave to allow the soldier to safely complete the intended travel.

2. Commanders will use the Individual Next Accident Assessment as a tool to identify "at risk" soldiers (<http://www.per.hqusaar.army.mil/services/safetydivision/main.htm>).

3. Leaders at all levels in this brigade are responsible for the safety of our soldiers. We must avoid unnecessary risks.

4. This policy applies to all military personnel assigned or attached to this brigade. It is directive in nature. Thus, commanders will ensure their military personnel understand this policy as they are subject to punitive action if violated.

5. A copy of this letter will be posted on all unit bulletin boards.

6. ***"TEAM OF WINNERS!"***

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Command Policy Letter 8, Retention Incentive Award Policy

1. Reenlisting quality soldiers in today's Army is paramount to anything else we do. Maintaining the force with trained, disciplined, and motivated soldiers ensures that our Army of tomorrow will remain what it is today - the best combat force in the free world. Leaders at all levels must understand that the retention program begins on the day that a soldier signs into your unit. If you take care of your soldiers throughout their period of assignment, the task of getting that good soldier to reenlist becomes much simpler.

2. Attainment of assigned reenlistment objectives is the tangible measurement of our success in retention. Battalions will establish an appropriate recognition program for their units and unit reenlistment NCOs who meet those objectives. I will provide the following recognition to those battalions and battalion Career Counselors or battalion reenlistment NCOs, who meet assigned objectives in all categories:

a. Battalions that achieve 100% or better of assigned quarterly reenlistment objectives for all four quarters will receive a Battalion Training Holiday at the end of the fiscal year.

b. Battalion Career Counselors and battalion retention NCOs who achieve 100% or better of assigned quarterly reenlistment objective will receive a Certificate of Achievement.

c. Battalions and battalion Career Counselors and battalion retention NCOs who meet or exceed assigned reenlistment objectives for the entire Fiscal Year will receive a plaque or trophy for their achievements.

3. It is an honor and privilege for a soldier to reenlist in today's Army. Recognition of this achievement and the commitment a soldier makes at the time of his or her reenlistment is not only appropriate, but also warranted. Unit commanders will develop liberal incentive programs to recognize this commitment. I will provide the following incentives, in addition to any offered a soldier by their unit:

a. All soldiers will receive the day prior to, the day of, and the day after the date of reenlistment off. Soldiers will use this time to update necessary personnel and administrative files, to include obtaining a new I.D. card and updating their MPRJ.

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SUBJECT: Command Policy Letter 8, Retention Incentive Award Policy

b. On behalf of the USAREUR Commander, soldiers reenlisting for any option that results in additional stabilization in the brigade (for a minimum of one year) will receive a 3-day pass. This includes soldiers reenlisting Regular Army to meet service remaining requirement for COT/FSTE, extend under the BEAR Program, special programs, or enlist/transfer into a reserve component unit.

c. Soldiers reenlisting for Option 2, Current Station Stabilization, will also receive 30 days off all duty rosters.

4. A copy of this letter will be posted on all unit bulletin boards.

5. ***“TEAM OF WINNERS!”***

A handwritten signature in black ink, appearing to read 'R. Kirk Lawrence', with a stylized flourish at the end.

R. KIRK LAWRENCE
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SUBJECT: 69th ADA Brigade Command Policy Letter 9, Withholding of Article 15, UCMJ Jurisdiction

1. Pursuant to paragraph 3-7, Army Regulation 27-10, I hereby withhold authority to impose non-judicial punishment from commanders of all units under my Special Court-Martial jurisdiction (see distribution list) in the following categories of offenses and military personnel:

a. All cases alleging driving while intoxicated/driving under the influence in the rank of SGT (E5) and above.

b. All cases alleging misconduct involving drugs or alcohol of soldiers in the rank of SGT (E5) and above.

c. All cases involving noncommissioned officers in the grades of E-8 and E-9 (IAW 1ID Supl 1 to AR 27-10).

d. All cases alleging fraternization involving soldiers in the rank of SGT (E5) and above.

2. Unit commanders shall retain judicial punishment authority involving drug cases alleging simple possession or use by soldiers in the rank of Specialist and below.

3. A copy of this letter will be posted on all unit bulletin boards.

4. ***"TEAM OF WINNERS!"***

R. KIRK LAWRENCE
COL, AD
Commanding

DISTRIBUTION:

Commander,
HHB, 69th ADA
18th Medical Detachment (Giebelstadt Health Clinic)
95th Maintenance Company
523d Medical Company (DS)
72d Medical Detachment (VS)
3-158 AVN (rear)
F Co, 159 AVN
5-158 AVN (rear)
3-58 AVN (rear)
HHC, 12th AVN (rear)
B Co, 7-159 AVN (AVIM)



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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Command Policy Letter 10, After-the-Fact TDY

1. Sending a service member or civilian employee TDY without a valid, written order or a confirmed verbal order is an unauthorized commitment of funds. This can over-obligate the Battalion's/Brigade's funds and the traveler could expend personal funds that may not be reimbursed.
2. Commanders must ensure that TDY orders are submitted in sufficient time to be issued before the traveler departs on a mission. Sufficient time is not defined as a day or two before departure.
3. When an emergency situation arises where a written order cannot be issued before travel commences, the unit will attain command approval and call and email the RMO. The requester must email all pertinent information such as name, social security number, destination, purpose of travel and reason why a written order cannot be prepared, who approved the TDY, and ascertained/certified funding is available. The completed confirmatory order will be sent to the V Corps Budget Control Division for processing NLT the second work day after the verbal order was requested. The verbal order and the date it was requested will be referenced in block 16, remarks of form DD1610.
4. A copy of this letter will be posted on all unit bulletin boards.
5. ***"TEAM OF WINNERS!"***

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 69th ADA Brigade Command Policy Letter 11, Use of Tactical and Non-Tactical Vehicles

1. Key to our warfighting ability is having well-trained drivers to operate mission ready vehicles.
2. All Tactical Vehicles will:
 - a. Have two operators. The TC will be a licensed NCO when available. If an NCO is not available, as operator nor TC, the battery/company commander will sign the vehicle's dispatch.
 - b. Under no circumstances have only one operator beyond the confines of that unit's garrison/Kaserne.
 - c. Be operated only if all occupants are wearing Kevlar helmets when the tactical vehicle is moving.
 - d. Only be operated by the individual signed for the vehicle. When the mission dictates otherwise, the assigned operator will sign the vehicle and all of its components down to the current user on a temporary hand receipt. In this case, the hand receipt must be kept with the dispatch.
 - e. Travel in a convoy when two or more vehicles are traveling to the same destination. Convoys must be in accordance with USAREUR Regulation 55-1 Paragraph 12.c.
 - f. When properly licensed, officers will drive tactical vehicles only in an emergency or when there is a safety risk.
3. Non-Tactical Vehicles (NTVs)
 - a. Every NTV will be assigned a primary driver. The primary driver will be the only driver of that NTV unless mission dictates otherwise. The primary driver will also maintain their NTV and ensure services are scheduled and performed.
 - b. All NTVs will have the following: an up to date and accurate dispatch, risk assessment of current trip, and strip map of current trip. These documents will be updated and maintained by the primary driver. All drivers and assistant drivers must be properly licensed on NTVs.
 - c. Officers will drive NTVs only in an emergency or when there is a safety risk.
 - d. An assistant driver must be present in the vehicle unless the trip is within the local area (for Giebelstadt that includes the Wurzburg, Kitzingen and Giebelstadt footprint).
 - e. NTVs are used for official use only IAW USAREUR Reg. 58-1. Proper etiquette will be followed while in NTVs to include no smoking.
 - f. Primary drivers will ensure NTVs are properly topped off and clean after each use.

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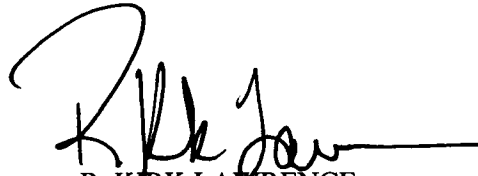
SUBJECT: 69th ADA Brigade Command Policy Letter 11, Use of Tactical and Non-Tactical Vehicles

g. When driving or riding in an NTV participating in training exercises, helmets will be worn if they are designated as part of the duty uniform.

4. This policy applies to all who assigned or attached to this brigade, to include DoD civilian employees. It is directive in nature. Thus, commanders will ensure soldiers and DoD employees assigned to their command understand this policy as soldiers and employees are subject to punitive action if violated.

5. A copy of this letter will be posted on all unit bulletin boards.

6. ***"TEAM OF WINNERS!"***



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COL, AD
Commanding

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